



Impact Kingsport

A Blueprint for
Promoting Service
as a Strategy to
Impact Challenges
and Strengthen
Communities

...a proactive strategy to grow Kingsport's economic base...



From the Office of the Mayor

Dear Friends,

The Citizens of Kingsport have always had a spirit which makes service a part of who we are. We are a people who work to make our community the very best place to live, work and play.

In July of 2011, I was delighted to announce that Kingsport joined the Cities of Service Coalition and teamed up with AARP to appoint the City's first volunteer Chief Service Officer, Clarence W (Bunky) Seay.

Today, it is with great pride and enthusiasm that I release **Impact Kingsport**, the City's strategic blueprint for using service to improve economic development.



Impact Kingsport has three important goals:

- Create or elevate volunteer opportunities that impact economic development outcomes and contribute to community vitality.
- Make it easier for citizens with a tremendous amount of knowledge and experience to engage their community in a meaningful way.
- Support both public and private sector efforts to engage more volunteers in ways that have the greatest impact.

I want to thank all of you who will play a role in bringing **Impact Kingsport** to life over the next year and beyond. Together, we can share our energy and expertise to make positive changes in our city. As volunteers, we can support the efforts of city government, champion the work of economic development and follow the Kingsport Spirit set by all generations.

It's amazing how much can be accomplished if no one cares who gets the credit and I am confident there is no limit to what we can accomplish.

A handwritten signature in black ink that reads "Dennis R. Phillips". The signature is stylized with a large, looping initial 'D'.

Mayor Dennis R. Phillips

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Executive Summary

On July 26, 2011, the City of Kingsport, TN, officially joined the national Cities of Service Coalition and made a strong commitment to engage volunteers to address a critical city need – Economic Development. Since then, and with the appointment of a Chief Service Officer, Kingsport has developed an Impact Plan to address a specific need in the city's economic development efforts – the utilization of highly skilled retirees in conjunction with the city's Economic Development staff in recruiting new businesses and growing existing businesses in the Kingsport Community.

In these difficult economic times, it is critical for a city to put forth its best efforts in attracting and retaining businesses. This plan will be used to showcase the benefits for a company to locate

or remain in Kingsport by including highly skilled volunteers in the recruiting process. These volunteers may be familiar with the potential company or process and can provide valuable assistance to the City's Economic Development Planner.

Kingsport is proud to be one of 117 cities in the nation that are Cities of Service Coalition members and one of only four cities in Tennessee, joining Nashville, Memphis and Chattanooga.



About Cities of Service



Founded in New York City on September 10, 2009 by 17 mayors from cities around the nation, Cities of Service is a bipartisan coalition of mayors who have committed to work together to engage citizens to address pressing city needs through impact volunteerism.

The coalition aims to create a vibrant and growing network of municipal governments effectively leveraging citizen service as a reliable, viable

tool to achieve measurable impact on pressing local challenges. By accelerating the service movement at the most local level—connecting local needs to the supply of willing volunteers in innovative and impactful new ways—Cities of Service aspires to create a new chapter in America's longstanding history of service while making local government more effective.

Today, the Cities of Service Coalition includes over 100 mayors, representing nearly 50 million Americans. Like the founding mayors, each coalition member has made a commitment to work with other mayors around the country and advance service strategies in their own city by crafting a high-impact service plan.



About AARP...

AARP was founded on the principal of service. Since its establishment in 1958, AARP has been dedicated to delivering value to its members through service. Now, with the heightened interest in civic engagement and a new vitality around service, including the passage of the Kennedy Serve America Act in 2009, AARP is well-positioned to tap into the strength of its millions of members to help solve pressing problems at the community level through the Cities of Service – AARP Volunteer Chief Service Officer Initiative.



The AARP logo, featuring the word "AARP" in a bold, red, sans-serif font. A registered trademark symbol (®) is located to the upper right of the letter "P".

About the Cities of Service AARP Volunteer Chief Service Officer Initiative

Kingsport joins the Cities of Service AARP Volunteer CSO Initiative in July 2011

LIVING

Clarence W. Seay

Volunteer in Chief

Volunteer in Chief

Bunky Seay leading effort to spur economic development

By [Name]

Clarence W. Seay, 68, is a retired engineer and a volunteer in chief for the City of Kingsport. He is the first volunteer in chief in the city's history. Seay is a member of the AARP and has been a volunteer for many years. He is currently serving as the volunteer in chief for the City of Kingsport. He is a member of the AARP and has been a volunteer for many years. He is currently serving as the volunteer in chief for the City of Kingsport.

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Through this collaboration between Cities of Service and AARP, coalition members with less than 125,000 residents have been given the opportunity to appoint highly-skilled volunteers to serve as Chief Service Officers for one year, many of whom come from AARP's membership. **In July of 2011, Clarence W. (Bunky) Seay was named Kingsport's first volunteer Chief Service Officer.** Chief Service Officers are senior members of the mayoral leadership team and are responsible for the development and implementation of a high-impact service plan that leverages citizen service to address the city's most pressing challenges. In addition to appointing a volunteer Chief Service Officer, participating cities receive a \$5,000 Recognition Award from AARP and technical assistance from Cities of Service to develop and implement their high-impact service plans.

Service in Kingsport

Incorporated in 1917, Kingsport, Tennessee is located in the northeastern portion of the state in what is known as southern Appalachia. During the time period of Kingsport's incorporation, early 20th century, Appalachia has been depicted as almost completely isolated geographically and economically. Research shows that prior to the twentieth-century development of coal mining, this area was more economically diverse and far less isolated than popularly imagined. Within 10 years of incorporation, the city that measured 4.5 miles in area, had recruited over 10 industries to locate within the city limits.

These major industrial operations were independent of each other but had an inter-relation or "integrated industrial" cooperation.

The Kingsport Press was a prime example of the 'integrated industry' recruited in Kingsport. This industry used coal from neighboring southwest Virginia for its boilers, paper from a paper mill (Mead Corporation, now Domtar Paper Mill) located across the street, book cloth from Holliston Mills, located adjacent to the Press and cloth from JP Stevens, a textile plant located in Kingsport. The early founders of Kingsport built the city on the value of never compromising with cheap bait to lure industry. Concessions such as tax relief, inordinately cheap land, reduced utility



Early founders of modern day Kingsport Pearly Wilcox, J. Fred Johnson and John B. Dennis

rates or other such incentives were not offered. The prevalent philosophy resounded that if an industry could not afford to pay taxes, "Kingsport did not need them."

These founding fathers initial planning included the social and economic as well as the physical.

Service in Kingsport

Values instilled into the community are still known today as the “Kingsport Spirit.” This emphasis on public-spiritedness and self-sacrifice undergirded the sense of community upon which Kingsport was to be built.

J. Fred Johnson, an early promoter of the new town of Kingsport, was frequently asked about the “Kingsport Spirit.” His response continually resounds today in the service mentality of Kingsport. Johnson explained in the early 1940s,



“Many times we are asked what motivating spirit has been most apparent in the building of this city of industries, schools, churches and homes. Were I to undertake to define the spirit underlying every step in the growth and development of Kingsport, from the days of its humblest beginnings until now, I could not avoid the assertion that the spirit, if it be a spirit, is one of mutual helpfulness and a willingness to submerge selfish interests beneath the individual effort to assure the greater good for the greater number.

Rotary has a slogan “Service above Self he profits most who serves the best.” Without attempting to eulogize, it is my firm conviction that those words truly epitomize what may be said to be the spirit of Kingsport. It matters not what we endeavor to accomplish, in the words of a one-time visitor to Kingsport “the humanics are more important than the mechanics.

So it has been and will continue to be with Kingsport if it is not good for the community, it is not good for the individual or for the business activity within that community in that we have a fundamental truth.” - J. Fred Johnson

This early “spirit” was evidenced through the integrated industrial cooperation along with the manufacturing community and was the solid foundation that Kingsport has continued to stand and build upon for nearly 100 years.





In 2011, the City of Kingsport, along with the volunteer Chief Service Officer, began conversations designed to identify strategic, high-Impact volunteer opportunities for citizens. The Mayor's office worked with the City Manager's office to conduct a scan of potential practices. This culminating report included an assessment of volunteer practices city wide.

An analysis of the City's relationship with various non-profit organizations showed volunteers are relied on heavily in many key areas including food insecurity, health and human services and education. Assessment of volunteer practices across the City generated the following key findings:

Service in Kingsport

1. While numerous City organizations engage volunteers extremely effectively, there is little consistency or formal coordination across departments with respect to economic development.
2. The City lacks a clear mechanism for citizens to get involved in STEM (Science, Technology, Engineering and Math) volunteer opportunities.



Service in Kingsport



Following this process, the Mayor's CSO met individually and in small groups with an expanded cohort of local service experts, non-profit organizations, private sector partners, and public agencies to determine the most effective strategies for addressing the findings outlined above. **Impact Kingsport** was developed in response to this process.



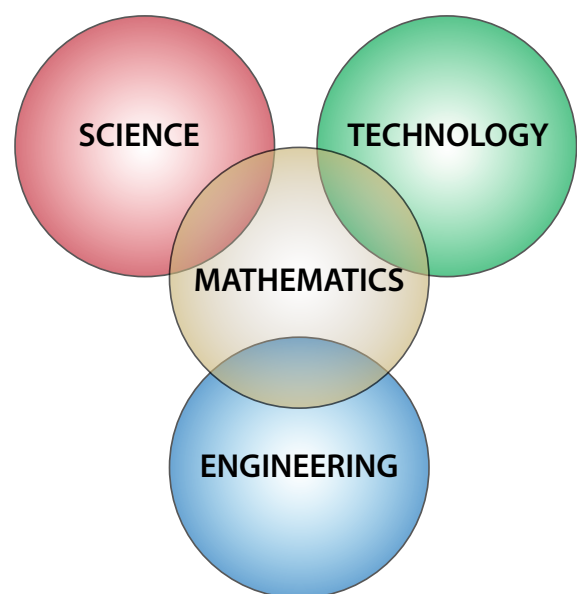
Overview of Initiative



Local economies are extremely important to societies. Their success determines a sustainable standard of living for its citizens which allows for continual growth. Failure in local economies results in empty buildings, population decreases, deteriorating housing stock and dwindling retail. Conversely, when local economies grow, the local society grows. Those economies which are sustainable allow for communities to be founded, built and remain strong. In most cases, local economies develop as a result of the business sector evolving, either planned or spontaneous. Sustaining that growth requires continual planning in a deliberate entrepreneurial manner.

The Model City, as Kingsport is known, has been built upon an “integrated industrial” community concept of major industrial leaders which feed the local economy and foster community growth.

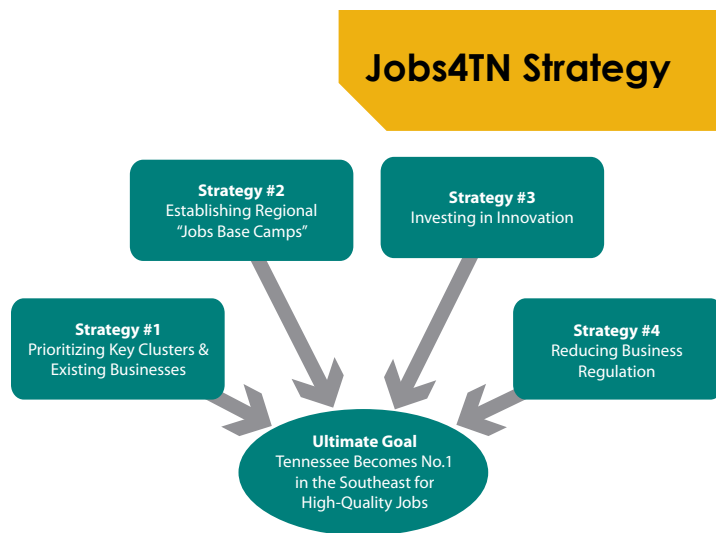
The Kingsport area has one of the largest STEM (Science Technology Engineering and Math) concentrations located in the state. With employers such as Eastman Chemical Company, Domtar Paper Mill, AGC Glass and BAE Systems the region has a tremendous amount of resources from which to draw. Many individuals in the area are retirees of these STEM employers and are seeking to engage their community. This initiative is designed to take those retirees and form a consulting group with the mission to meet with





potential businesses who might be considering locating or expanding a business in the Kingsport area. These will be individuals who are familiar with the potential business, either from their previous business contacts, experience or specific product or process knowledge. The purpose will be to use their personal knowledge, friendships, contacts and business knowledge to promote Kingsport as a location for the particular business.

On April 21, 2011, Governor Bill Haslam and ECD Commissioner Bill Hagerty announced the Jobs4TN plan, laying out the administration's economic development strategy. The new approach to job creation will focus its recruitment efforts on six target clusters in which the state has a clear competitive advantage: automotive; chemicals and plastics; transportation, logistics and distribution services; business services; health care; and advanced manufacturing and energy technologies. ECD will also partner with other state agencies such as the Department of Agriculture,

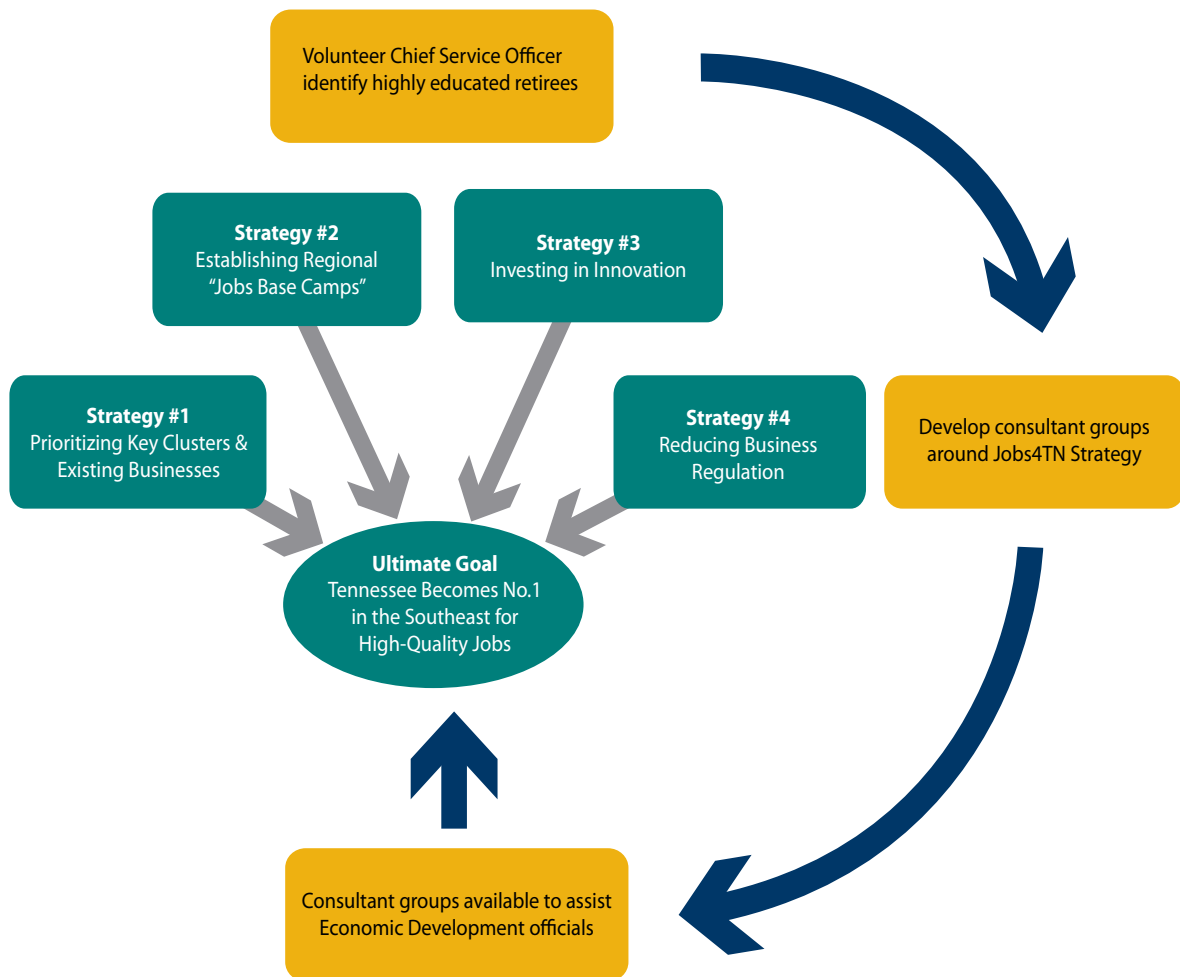


the Tennessee Film, Entertainment and Music Commission, and the Department of Tourism to support additional key clusters. In 2010, expansion of existing business accounted for nearly 86 percent of new jobs created in Tennessee.

The state will focus on helping existing businesses expand and remain competitive through a targeted

Overview of Initiative

outreach program. A new “existing business toolkit” of incentives and resources will be created for Tennessee companies. The City of Kingsport will be using the ‘volunteer consultants’ to assist with new business recruitment as well as existing business expansion.



In 2000, there were 17,638 city residents employed. In 2008, 20,035 city residents were employed. Kingsport has a population of 50,851 which has grown by 14,486 since 1990. Statistics show just over 7,800 individuals, or 16 percent of the Kingsport population possess a bachelor's degree or higher. Over the past five years, three of Kingsport's largest employers (Eastman Chemical Company, American Glass Company and Domtar Paper Mill) have seen 1,341 individuals retire. Because 16 percent of Kingsport's population possess a bachelor's degree or higher, it can be assumed



that 16 percent of the 1,341 retirees from the three largest companies possess a bachelor's degree or higher, providing an estimated 214 highly education retirees in the city.

By linking qualified volunteer consultants with interested companies, it is anticipated that Kingsport will have a competitive advantage in recruiting new businesses and in the expansion of existing businesses. Kingsport's Higher Education Initiative, a **2009 John F. Kennedy School of Government at Harvard University Innovations in American Government Award winner**, represents a major competitive advantage when compared to other cities of a comparable size. Through this initiative, Kingsport developed a downtown Academic Village which today boasts 2,000 students in five cutting-edge educational facilities - the Regional Centers of Advanced Manufacturing, Advanced Technology, Health Professions, Automotive Technology and the Higher Education Center. The creation of the Academic Village, along with the Educate and Grow Scholarship, which provides high school graduates two years of college at no-cost assures potential businesses of a competent, educated workforce to meet any industrial labor challenge. "Instead of traditional tax incentives, Kingsport revitalized its economy by making its workforce more competitive," said Stephen Goldsmith, former director of the Innovations in American Government Program at Harvard Kennedy School. "They recognized that today's high school diploma does not adequately prepare students for the challenges of the global economy. Cities across the country can learn from Kingsport's work."



Initiative Specifics



The Vision of **Impact Kingsport** is to engage highly educated retirees in Kingsport to utilize their many years of experience and business contacts in a proactive strategy to grow Kingsport's economic base through attracting new and retaining existing businesses and industrial companies.

Striving to meet the vision requires recognition of two basic assumptions;

- 1) Human capital is one of our regions greatest assets and is currently not being capitalized and utilized.
- 2) Economic Developers work with a broad base of industries in recruitment but do not always possess the knowledge about a particular industry being recruited.



Challenge

Kingsport desires to increase its competitiveness in (STEM) Science, Technology, Engineering and Math related opportunities in an effort to increase the number of advanced manufacturing employers in the area to help power economic development.

Opportunities

Kingsport has a highly educated pool of retirees available to serve their community.

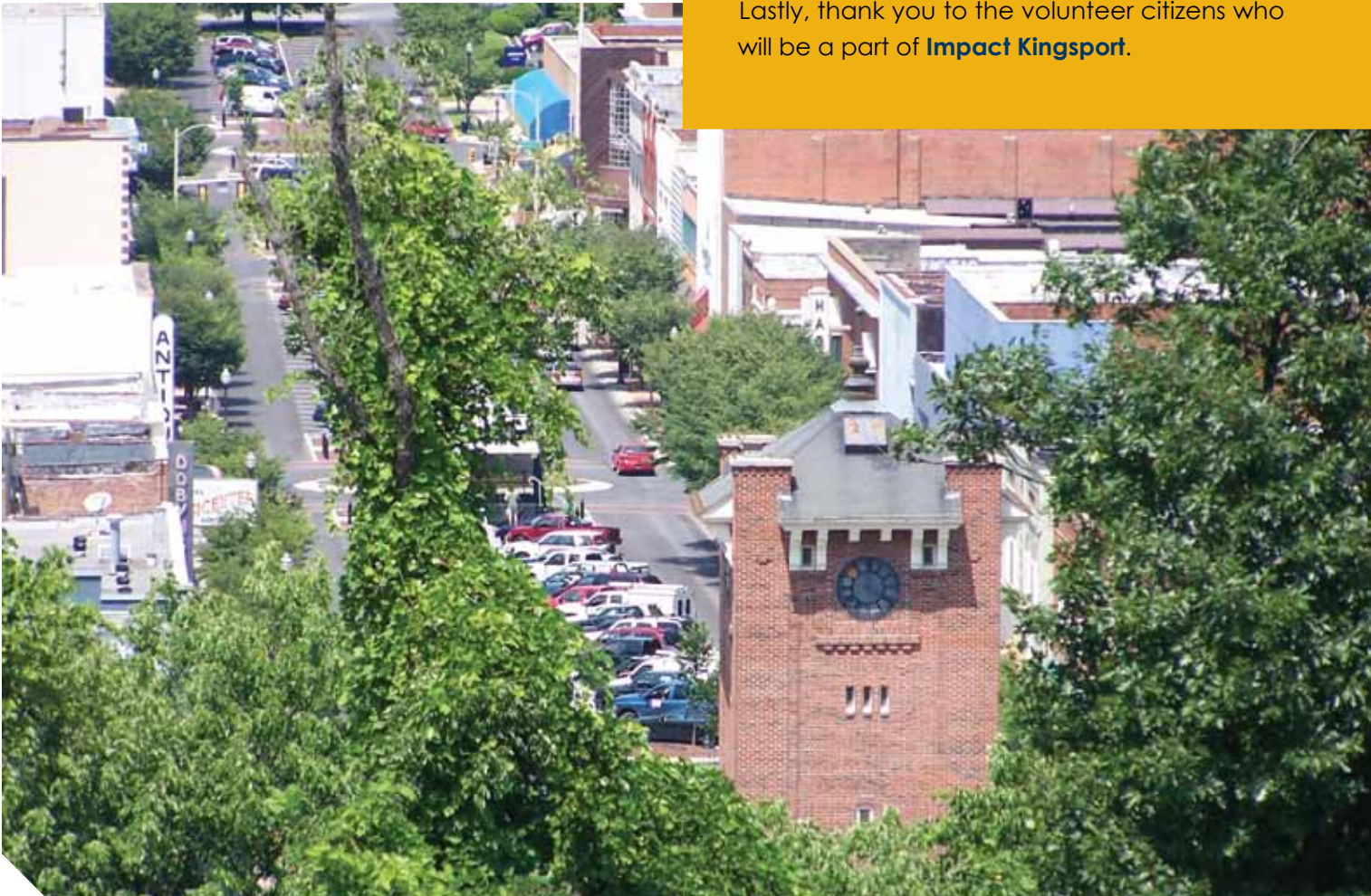
Strategy	Impact Metrics	Partners	Launch Date
1. Recruit and engage highly skilled volunteers and create an effective database of their willingness to serve, educational backgrounds, work history and skill sets.	# of qualified retirees # willing to volunteer	CSO Core Volunteers STEM Employers Local Civic and Professional Groups City Manager City Mayor	February 2012
2. Organize highly skilled volunteers into consultant groups based on their experience and skill sets (i.e. plastics, chemicals, international experience, etc.	# of consultant groups formed	City Manager City economic development staff	February 2012
3. Consultant groups, composed of volunteers and city economic development staff, will meet with potential/ existing businesses to promote Kingsport in an effort to attract new businesses/ retain and grow existing businesses.	# of contacts the consultants have with economic development officials with the ultimate goal of increasing the economic base of Kingsport. # of sustained relationships (2 or more contacts) developed between the consultants and potential/ existing business. # of potential/ existing businesses reporting positive changes as a result of contacts with consultants.	City Manager Kingsport Office of Small Business & Entrepreneurship (KOSBE) Tennessee Economic Development Commission Regional Center for Advanced Manufacturing (RCAM) Move to Kingsport Initiative Kingsport Chamber of Commerce	February 2012
4. Provide an opportunity for greater community awareness of STEM related fields.	# of contacts the consultants have with community based groups.	Community based groups	February 2012

Acknowledgements...

A very special thank you to AARP for providing the City of Kingsport with both a \$5,000 contribution and on-going assistance to help the volunteer Chief Service Officer develop and launch the city's high-impact service plan, **Impact Kingsport**.

Thanks to the Cities of Service for their support.

Lastly, thank you to the volunteer citizens who will be a part of **Impact Kingsport**.





City of Kingsport

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